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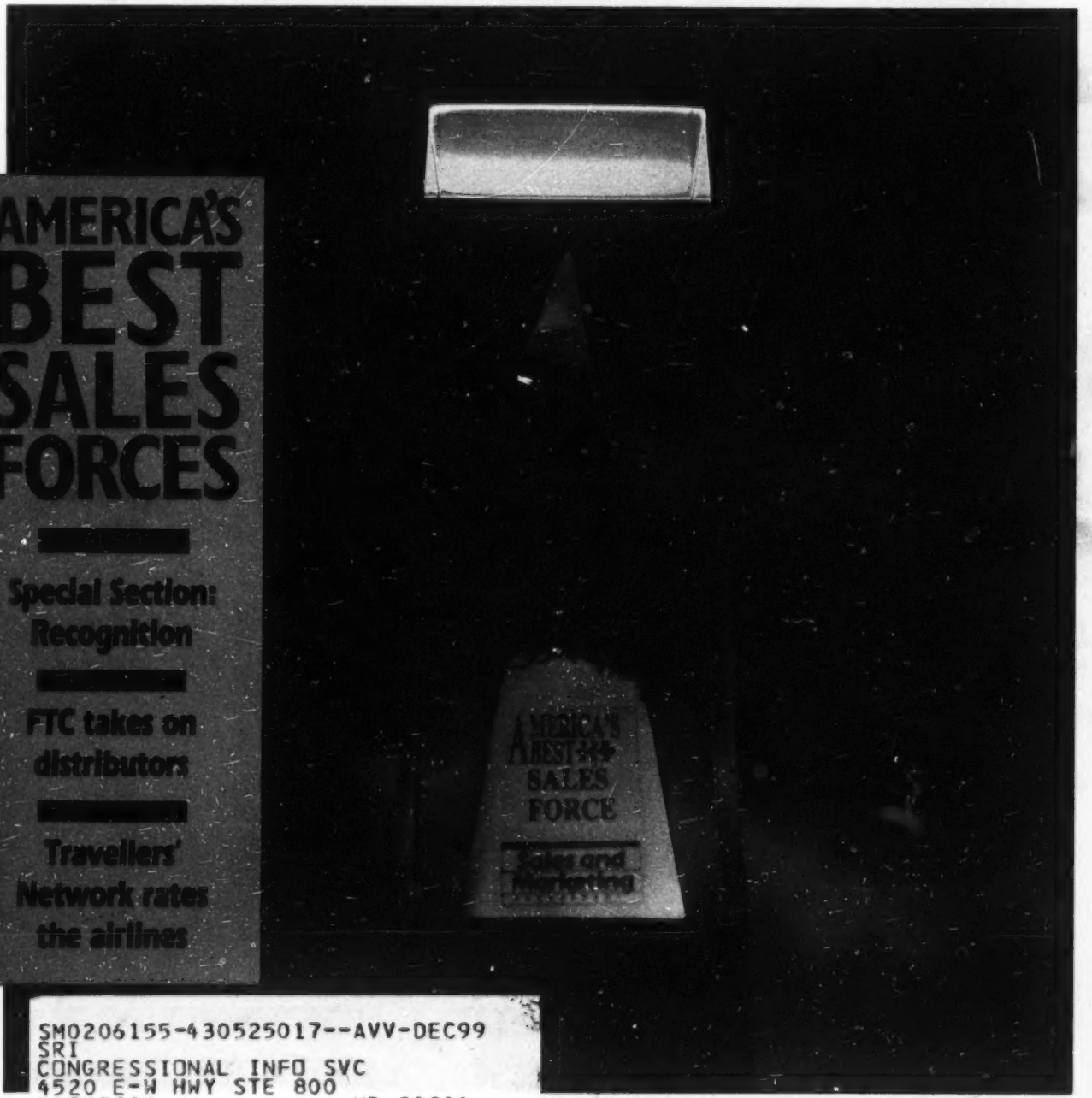

AMERICA'S BEST SALES FORCES

Special Section: Recognition

FTC takes on distributors

Travellers' Network rates the airlines

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Sales and Marketing MANAGEMENT

Established 1918

Contents / June 1986

Sales Management

32
Trade shows
Javits's first big test
Distribution
Did the FTC open Pandora's box?
Productivity
Cellular's new voice

33
S&MM Salesgraph
The new superwomen: 5 million outearn their mates

35
Computer aids
Hubbell wins with faster proposals

36
Incentives
It takes training to sell incentives

Marketing Management

38
Food marketing
Manufacturers urge shelf control
New products
Screen test for terrorists
Beverage marketing
RC cola hits a bottleneck

40
Market strategies
Beef's new brand

42
People Express in pinstripes

43
Reorganizations
Greyhound leaves the driving to local managers

44
Food and beverage
Angostura's bitter taste of success

AN EXCLUSIVE S&MM SURVEY

50
America's best sales forces

55
The qualities of quality

THE WINNERS

56
RUBBER & PLASTIC PRODUCTS
Cooper Tire & Rubber

57
GLASS & BUILDING MATERIALS
Owens-Corning

58
SOAPS & COSMETICS
Economics Laboratory

61
RAILROADS & TRANSPORTATION EQUIPMENT
Fleetwood Enterprises

62
METAL MANUFACTURING
Inland Steel

64
PUBLISHING & PRINTING
Times Mirror

67
TRANSPORTATION SERVICES
United Airlines

68
TELECOMMUNICATIONS & UTILITIES
U.S. West

70
On the road with one of Cooper's best

Special Section

99
Recognition!
- Recognition reaps rewards
- Carving out true recognition
- A Huffy rep cycles to glory

Newsletters

46
Industrial Newsletter
94
International Newsletter
45
Marketing Newsletter

Departments

125 Advertisers' Index
91 Advertising
28 Books
77 Changes in the News
82 Computer in Sales & Marketing
27 Demographics in Action
6 Editor's Side Pocket
80 Ideas You Can Use
12 Jaundiced Eye
10 Letters to S&MM
76 Marketers, Et cetera
97 On the Road
35 S&MM Predicts
16 S&MM Viewpoint
124 Sales Mart
126 Significant Trends
78 Travellers' Network
127 Worth Writing For

Cover:
America's Best Sales Force award, designed for S&MM by Balfour, will be presented this year to the eight companies listed above. See rankings, page 51.
Cover design by Altemus
Cover photo by Diana Kassir

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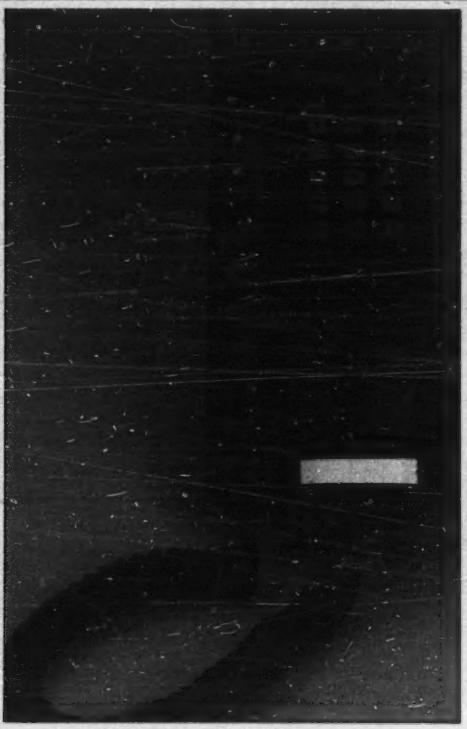


AT&T aims to sell salespeople on cellular phones with its new voice-activated model, the 124OC.

phone call by speaking a person's name into the car-phone that automatically will dial his telephone number. Although this development is aimed at all businesspeople, AT&T's true target is salespeople.

At present, salespeople are in the minority among the estimated 230,000 businesspeople now using car-phones. The problem, says Paul V. Shibley, manager of AT&T's fleet sales and marketing, is mainly the attitude of sales executives about cellular phones; many don't take them seriously. Indeed, a survey by S&MM completed this spring shows that more than half of the managers contacted view the phones as either a luxury or a perk.

Shibley and his competitors (65 cellular companies exhibited at the trade show in Las Vegas where AT&T announced its voice-activated car-phone) are out to change that thinking. Studies done by his company, says Shibley, prove that a salesperson equipped with a car-

S&MM salesgraph

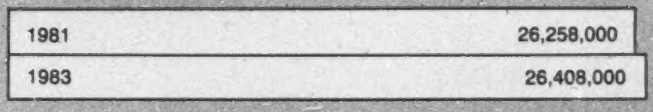
The new superwomen: 5 million outearn their mates

Married women are bringing home fatter paychecks than their husbands in increasing numbers. Some 4.8 million working wives earned incomes greater than their spouses in 1983, a sizzling 17.4% increase over 1981, when the Census Bureau first looked at the working married couple phenomenon. Another 2.2 million working wives had earnings that were 80%–100% of their mate's incomes, a rise of 4.4%.

Surprisingly, the biggest upsurge among wives who outearned their husbands came among women with children under 18 years of age—the true working mothers. Almost half, 48.9%, of the high performers had children under 18 in 1983 vs. 43.1% in 1981.

While some 43% of these women attended college, the advertisements that portray today's upscale woman in a business suit, clutching an attaché case as she sprints for a plane, are not particularly accurate. The percentage employed in blue collar jobs increased from 14.6% in 1981 to 15.1% in 1981.

Although the number of married couples where both spouses worked remained flat . . .



. . . there was a noticeable gain when both worked year-round, full-time . . .

. . . plus healthy increases in their incomes

Education a strong point among wives who outearned their husbands

Years of school completed	1981	1983
High school: 4 years	44.9%	43.3%
College: total	40.9	43.3
4 years	13.2	13.4
5 years or more	10.2	10.9

Source: Census Bureau, Earnings in 1983 of Married-Couple Families by Characteristics of Husbands and Wives, Series P-60, No. 153 and Series P-23, No. 139. Sales and Marketing Management.

AMERICA'S BEST SALES FORCES

Sales executives from eight industries tell which sales organizations set the standards.

It is a puzzling question. How does one determine which company has the best sales force in a given industry? It is easy to be swayed by the size of a company's sales volume, the familiarity of its name, or the strength of its marketing campaign. But these factors did not appear to influence respondents to S&MM's 1986 Best Sales Force Survey.

Sales executives from the soaps and cosmetics industry, for instance, gave low ratings to such household names as Procter & Gamble, Revlon, and Avon, and awarded the top prize to lesser-known Economics Laboratory. They cited Economics Lab's salespeople for their product knowledge and territory coverage, and awarded them an average 8.13 score (out of a possible 10) for holding onto old accounts. Second prize in the category went to International Flavors & Fragrances, which sells its aroma chemicals to many of the other companies listed in the soaps and cosmetics category.

Readers who recall S&MM's last Best Sales Force Survey (Dec. 3, 1984) will notice that this year's version covers eight entirely different industry groups. To catch major shifts in the winds among an industry's sales forces, S&MM seeks ratings for a given industry once every two years. The 11 industries rated in 1984, then, will reappear in next year's survey.

In late 1985, approximately 900 sales executives from each of the eight industries listed on the next page received questionnaires asking them to grade the 10 largest companies in their categories on each of 10 different selling functions, such as "holding old accounts," "meeting sales targets," and "quality of management." (Industry groups were taken from the Fortune 500 listing. Categories with less than 10

How they stack up

What the scores mean

Survey respondents were asked to rate each of the top 10 companies in their own industries in 10 different selling functions (see page 52). Scores for overall rankings represent an average of the 10 grades each company received. A score of 3 or less is considered poor, 4 to 6 good, and 7 and above very good.

Glass & Building Materials

Rank		Score
1.	Owens-Corning Fiberglas	6.71
2.	Corning Glass Works	6.44
3.	Libby-Owens-Ford	6.16
4.	PPG Industries	6.03
5.	Norton	5.54
6.	U.S. Gypsum	5.44
7.	Manville	5.28
8.	Owens Illinois	5.10
9.	CertainTeed	4.98
10.	National Gypsum	4.33

Metal Manufacturing

Rank		Score
1.	Inland Steel	5.54
2.	Armco	5.39
3.	Bethlehem Steel	5.02
4.	Alcoa	4.99
5.	National Intergroup	4.86
6.	Reynolds Metals	4.71
7.	Kaiser Aluminum & Chemicals	4.44
8.	Alumax	4.36
9.	LTV	4.05

Publishing & Printing

Rank		Score
1.	Times Mirror	6.69
2.	R.R. Donnelley & Sons	6.27
3.	McGraw-Hill	5.87
4.	New York Times	5.81
5.	Washington Post	5.79
6.	Time, Inc.	5.60
7.	Dow Jones	5.43
8.	Tribune	5.41
9.	Knight-Ridder Newspapers	5.33
10.	Gannett	5.10

Railroads & Transportation Equipment

Rank		Score
1.	Fleetwood Enterprises	6.97
2.	American Standard	6.42
3.	Mack Truck	6.06
4.	Coachmen Industries	5.96
5.	Ogden	5.30
(tie)	Todd Shipyards	5.30

Rubber & Plastic Products

Rank		Score
1.	Cooper Tire & Rubber	6.39
2.	Firestone Tire & Rubber	5.46
3.	Dayco	5.34
4.	Gencorp	5.31
5.	Armstrong Rubber	5.13
6.	Carlisle	5.02
7.	Uniroyal	4.57
8.	Rubbermaid	4.42
9.	B.F. Goodrich	4.23
10.	Goodyear Tire & Rubber	3.96

Transportation Services

Rank		Score
1.	United Airlines	7.02
2.	United Parcel Service	6.81
3.	American Airlines	6.69
4.	Delta Air Lines	6.58
5.	Union Pacific	5.95
6.	Pan American World Airways	5.70
7.	Burlington Northern	5.25
8.	CSX	5.30
9.	Eastern Air Lines	5.08
10.	Santa Fe Southern Pacific	4.84

Soaps & Cosmetics

Rank		Score
1.	Economics Laboratory	6.73
2.	International Flavors & Fragrances	6.66
3.	Lever Brothers	6.51
4.	Chesebrough-Pond's	6.26
5.	Clorox	6.03
6.	Colgate-Palmolive	5.84
7.	Procter & Gamble	5.82
8.	Revlon	5.68
9.	Avon Products	5.58

Telecommunications & Utilities

Rank		Score
1.	U.S. West	6.42
2.	Ameritech	6.30
3.	Pacific Gas & Electric	6.29
4.	Southwestern Bell	6.17
5.	Pacific Telesis Group	6.01
6.	Nynex	5.57
7.	BellSouth	5.40
8.	Bell Atlantic	5.34
9.	Southern Co.	5.33
10.	GTE	5.22

The best in 10 categories of selling

(Companies followed by scores, with highest possible score a 10)

Industry	Meeting Sales Targets	Opening New Accounts	Holding Old Accounts	Frequency of Calls/Territory Coverage
Glass & Building Materials	Libby-Owens-Ford 6.50	Owens-Corning Fiberglas 7.76	Owens-Corning Fiberglas 8.06	Owens-Corning Fiberglas 6.02
Metal Manufacturing	Armco 5.13	Inland Steel 5.39	Armco 6.32	Inland Steel 5.17
Publishing & Printing	Times Mirror 6.86	Times Mirror 6.84	Times Mirror 6.43	Times Mirror 6.57
Railroads & Transportation Equipment	Fleetwood Enterprises 7.57	Fleetwood Enterprises 7.03	Ogden 8.50	Coachmen Industries 6.81
Rubber & Plastic Products	Cooper Tire & Rubber 6.63	Cooper Tire & Rubber 6.13	Cooper Tire & Rubber 7.50	Firestone Tire & Rubber/ 5.56
Soaps & Cosmetics	Lever Brothers 7.22	Lever Brothers 7.05	Economics Laboratory 8.13	Economics Laboratory 7.44
Telecommunications & Utilities	U.S. West 6.57	Southwestern Bell 6.44	U.S. West 6.43	Pacific Gas & Electric 6.00
Transportation Services	United Parcel Service 7.35	United Parcel Service 7.59	American Airlines 7.35	American Airlines 7.04

companies had only that many companies listed.)

The grades given by respondents ranged from 1 (Poor) to 10 (Excellent), and the scores used to determine the overall rankings on the facing page represent an average of the 10 individual grades each company received. Generally speaking, any grade of 7.00 or higher is considered very good to excellent in this sampling, while scores at the 4.00 level or lower are fair to poor.

It is wiser, however, to judge the value of a company's score in relation to the scores received by the other companies in its industry group, for sales executives in certain industries tend to view themselves in a more favorable light than those in other lines of selling. For some reason, consumer products marketers have the highest regard for the professional abilities of their peers. Food and beverage companies received the highest average rating among the industry groups covered in S&MM's last survey, and this year it was the soaps and cosmetics category that topped the list with an average rating of 6.13. Sales executives in the troubled metal manufacturing industry gave their sales forces the lowest average score of 4.82, and the lowered expectations of steel industry sales executives is illustrated by Armco's winning rating of 5.13 in the area of meeting sales targets. The next lowest score among industry winners in that category was a 6.50.

In most other areas, however, the current health of an industry seemed to have little bearing on ratings. Airline sales organizations are still feeling their way through all the ramifications of deregulation, yet the transportation services category copped the third highest average score, a 5.95. Meanwhile, companies in the burgeoning glass and building materials industry received the third lowest average rating of 5.60. It is important to take these industry averages into account when noting that the highest overall rating in the survey, United Airline's 7.02, appeared in a category with a high average score. The lowest overall score in the survey, a 3.96, went to Goodyear Tire & Rubber, yet the rest of the companies in the rubber and plastic products category mustered a lowly average grade of 4.98.

The rubber and plastic products industry also produced the most overwhelming victor. Cooper Tire & Rubber's 6.39 score topped No. 2 Firestone's 5.46 by nearly a full rating point, the widest winning

Product/ Technical Knowledge	Reputation Among Customers	Quality of Training	Ability to Keep Top Salespeople	Quality of Management	Innovativeness
Owens-Corning Fiberglas 7.69	U.S. Gypsum 7.17	Libby-Owens-Ford 7.88	Corning Glass Works 7.79	Owens-Corning Fiberglas 7.87	Corning Glass Works 8.59
Reynolds Metals 6.10	Armco 5.27	Alcoa 5.84	Inland Steel 5.71	Bethlehem Steel 6.21	Armco 5.37
McGraw-Hill 6.86	R.R. Donnelley & Sons 6.89	Times Mirror 6.71	New York Times 7.00	Times Mirror 6.88	Time, Inc. 7.02
American Standard 8.75	Fleetwood Enterprises 7.52	Mack Truck 7.14	Fleetwood Enterprises 6.83	Fleetwood Enterprises 7.83	Fleetwood Enterprises 7.17
Firestone Tire & Rubber/ Cooper Tire & Rubber (tie) 6.67	Gencorp 6.55	Cooper Tire & Rubber 6.68	Cooper Tire & Rubber 5.51	Cooper Tire & Rubber 7.22	Cooper Tire & Rubber 6.79
Economics Laboratory 7.22	International Flavors & Fragrances 8.02	International Flavors & Fragrances 7.09	International Flavors & Fragrances 6.94	Lever Brothers 7.46	Economics Laboratory 8.43
Ameritech 7.29	U.S. West 6.43	U.S. West 7.14	Southwestern Bell 6.78	U.S. West 6.71	U.S. West 6.86
United Airlines 7.31	United Parcel Service 6.92	Delta Air Lines 7.24	United Parcel Service 7.53	Delta Air Lines 7.15	United Airlines 7.37

©Sales and Marketing Management.

margin among all industry groups in the survey. Cooper also took top honors in 8 of the 10 selling functions each company was rated on, though it lost out to Gencorp in the category deemed most important by respondents—reputation among customers. Cooper's triumph underscores the maxim biggest is not always best; it had the lowest sales volume of all the tire companies in its category.

Races were so close in other industry groups that a look at ratings for individual sales force functions is merited to get a clear picture of how companies stack up. (See the table on pages 52 and 53.) United Airlines edged out United Parcel Service (UPS) in the overall transportation services rankings, for instance, yet managed only two first-place finishes in the individual rankings. UPS's sales force, however, received the highest scores for reputation among customers, meeting sales targets, opening new accounts, and its ability to keep top salespeople. Delta Air Lines also copped two individual awards, for quality of management and training, as did American Airlines, for holding old accounts and territory coverage.

Armco hangs tough

Much the same scenario developed in the metal manufacturing category, in which second-place Armco took four individual awards vs. only three won by first-place Inland Steel. In fact, Armco was singled out for the two sales force missions considered most important by survey respondents—maintaining the company's reputation and keeping hold of old accounts (see related story, page 55).

None of the companies that finished at the bottoms of their respective heaps saved any face with wins in the individual categories. Yet it should be noted that some of the losers in this year's survey suffered because respondents did not have intimate knowledge of their sales operations. Nearly 70% of sales executives rating metal manufacturing companies said they knew last-place LTV "by reputation only," and more than half of the respondents in the glass and building materials industry had the same to say about that category's loser, National Gypsum. A few others lacked excuses, however. The poor performance of the Sprint long-distance telephone service certainly played a part in GTE's tenth-place finish in the telecommunications and utilities industry. Yet Gannett, the nation's largest newspaper chain and publisher of *USA Today*, was a surprise as the cellar-dweller in the publishing and printing category.

Now that you know where some of the best sales forces in the country reside, you probably want to find out how they got to the top. S&MM interviewed executives at each of these companies to learn their sales methods and philosophies. Find out what they are on the following pages. S&MM

The qualities of quality

What makes for a solid sales operation? Sales execs reveal their choices.

What characteristics are the most important in the making of a top-notch sales force? According to the results of this year's Best Sales Force Survey, the No. 1 consideration is a company's reputation with its customers. A convincing 76.9% of those surveyed rated reputation as "extremely important" to the success of the sales effort, with another 19.2% terming it "very important." Following close behind reputation, which was also rated first in last year's survey, were the maintenance of present accounts and the quality of sales force management. But it is the numbers behind the rankings that tell the real story of what's hot and what's not.

In addition to rating individual companies by industry, survey respondents were asked to rank each of the 10 survey characteristics in order of their importance in maintaining a quality selling operation. When the results were tallied, the second most important consideration, holding old accounts, was rated as "extremely important" by 61.5% of survey respondents. Interestingly, if we combine the responses from those who felt this category was either "extremely important" or "very important," the resulting 97.6% figure edges out the reputation category's combined total of 96.1%, showing them to be nearly equal in the minds of respondents in terms of their relative importance.

Quality of management, meanwhile, finished a close third in the combined totals, pulling down a 92.2% response and an "extremely important" rating of 51.1%. In addition, respondents listed as "very important" opening new accounts (48.4%) and meeting sales targets (46.9%), as well as product and technical knowledge, which was deemed "very important" by 46.1%.

Surprisingly, only two of this year's winners, Fleetwood Enterprises and U.S. West, had the highest marks in the reputation category in their respective industries. Given this fact, is reputation still an important consideration?

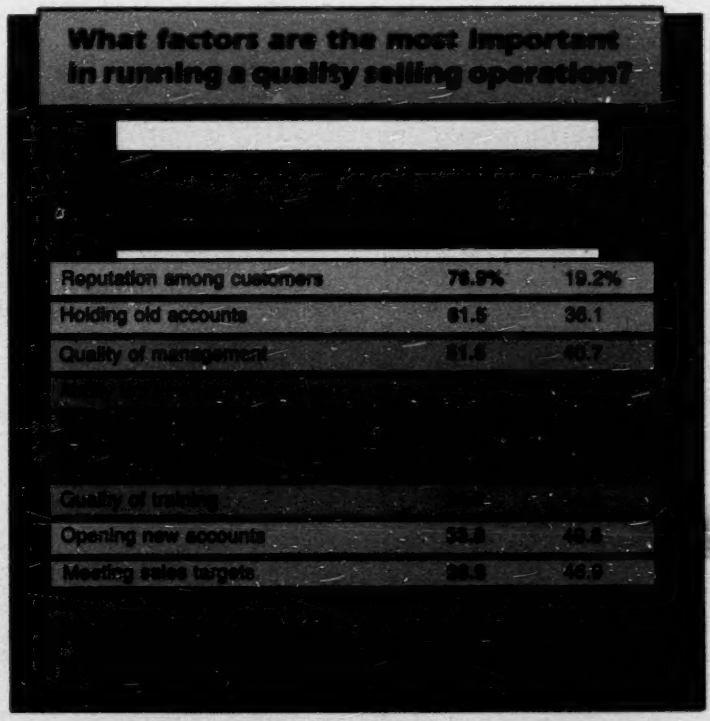
"I think reputation is number one, at least in our industry," says Fleetwood director of marketing, Jim Sheldon. "It identifies the product, the quality of service. It's kind of an all-inclusive category."

Cooper Tire & Rubber, winner in the rubber and plastic products category, placed first in 8 out of 10 areas, although reputation was not one of them. Patrick Rooney, Cooper's vice president of sales, thinks this may have more to do with how respondents defined reputation, rather than how the company placed in the final tally.

"If reputation is synonymous with market share, for example, or with advertising or name-recognition," says Rooney, "then I would have to say that we might suffer there, since we're not as well known as some of the other companies, such as Firestone, Goodyear, or Goodrich."

Rooney feels that Cooper's smaller-sized operation may have helped it top the bigger companies in the quality of management category, a view supported by the fact that Cooper received its highest ratings in this area and in the area of holding old accounts.

"I think," says Rooney, "we rated high in all these categories—especially in the quality of management—because dealers tend to look at us as a mouse running around in a herd of elephants, and they feel we must be doing something right if we're able to survive without them stepping on us." S&MM



Travellers' NETWORK

By GERALD A. MICHAELSON

Hotel wrap-up

We didn't have room to supply all the details on our readers' hotel preferences in the last issue, so here's the balance of the hotel results from the sales and marketing travellers survey conducted in January.

Location was obviously an important factor to travellers who were asked to name the one hotel where they'd most like to spend a vacation—if money was no object. The list is long, but the clear favorites are:

Breakers—Palm Beach
Fairmont—San Francisco
Greenbrier—White Sulphur Springs, WV
Hyatt Grand Cypress—Orlando
Hyatt Union Square—San Francisco
Mark Hopkins—San Francisco
Marriott—Hilton Head
Marriott—Marco Island, FL
Westin Plaza—New York City
Westin St. Francis—San Francisco
Stanford Court—San Francisco

Here, also, is the completion of the list of favorite hotels in major U.S. metro areas that was begun in last month's column:

Philadelphia: Our survey says that sales and marketing travellers prefer to avoid the center of the city known for all that brotherly love. Marriott was the name most frequently mentioned, and that chain's two hotels here are located at the airport and on City Line Avenue, some distance from center city. The downtown favorite is the Westin Bellevue Stratford, which (sorry, travellers) closed its doors two months ago.

San Francisco: The choice spot is the Westin St. Francis, closely followed by the Hyatts at Union Square and Embarcadero. At Fisherman's Wharf, Marriott is the pick, and Nob Hill fanciers prefer the Fairmont and the Stanford Court.

Washington, DC: There are more Marriotts in the DC area than we can list here, and most respondents cast their votes for "any Marriott." Also high on the list: The Watergate, the Sheraton Washington, the Hyatt, and the Four Seasons.

It is worthwhile to note that most of the top metro-area hotels are also the largest. In future columns, we will look at some of the excellent small hotels that are often overlooked in the big cities.

A car is a car

It's tough to tell a Chevy from a Buick these days, and S&MM readers feel the same way about rental car companies. As you can see, the 200-plus survey respondents like and dislike the top four companies pretty much evenly, though it's funny how Avis gravitates to its familiar No. 2 spot.

Agency	Good	Average	Bad
Budget	43%	45%	12%
Avis	41	47	12
Hertz	40	45	15
National	34	50	16

The first three seem about equal in the esteem of S&MM readers, with National slightly out of favor. There were also quite a few write-in votes for Alamo, Dollar, and Thrifty, though they all rated lower than those above.

While Hertz finished third in overall rankings, readers said it was tops in the individual categories of fast service, clean cars, and dependable cars. Avis, too, received high marks for quick service.

Airline highs and lows

When it comes to rating airlines, sales and marketing executives have more clear-cut preferences. Respondents sort them into four distinct groups.

Airline	Good	Average	Bad
The Elite			
Delta	78%	20%	2%
Piedmont	64	33	3
Quality Carriers			
American	56	39	5
United	48	42	10
Standbys			
TWA	36	46	18
Northwest	32	49	19
Republic	29	60	11
Wounded Wings			
Pan Am	21	44	35
Eastern	18	44	38
U.S. Air	15	56	29

Readers say they fly most often on Delta, followed by American, Eastern, and United. Piedmont is not large enough to have been listed on our ballot, but surged to the top on a wave of write-in votes. New York Air also received write-in praise, but not enough to be listed.

Delta is also the clear winner in networkers' ratings of individual traits. It walloped all other airlines by at least 50 percentage points in the voting for best food, and was also selected as the carrier with the most punctual and courteous service. United, however, was deemed to have the superior frequent flier program.

Eastern crashed in the individual rankings. Though 160 respondents say they fly the airline regularly, just 8 rate it high for courtesy, and only 4 praise Eastern's food.

Send in your travel triumphs and travails to Porch Club, Sales and Marketing Management, 633 Third Ave., New York, NY 10017. Names will be withheld on request.

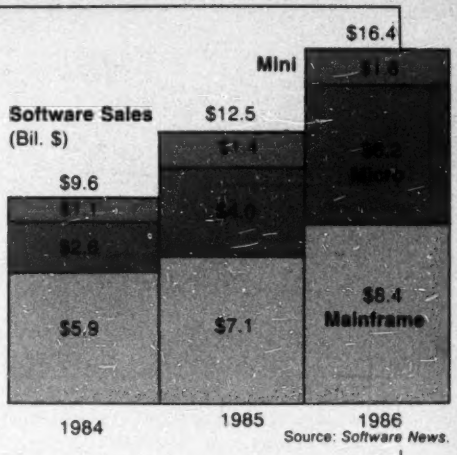
ing market environments.

Implementation of strategic information processing, Cantrell points out, involves three steps. "First, target the information you need to monitor industry developments," he says. "Second, let your salespeople know how the competition is using information technology and your own plans for doing the same. Third, institutionalize the approach so that information processing becomes a rigorous discipline."

COMPUTER HIGHLIGHT

PCs spark software growth in 1986

Software sales gains this year will again be paced by PC users, according to a survey of more than 1,000 organizations by *Software News*, the results of which were revealed at a recent Merrill Lynch conference on software industry prospects. Total software sales will rise 31% to $16.4 billion (vs. 30% gain last year), but micro software spending will surge 55% to $6.2 billion (vs. 53% in 1985). Mainframe software is slated to move up only 19% (vs. 21% in 1985), according to *Software News*, and minicomputer software 28% (vs. 32% last year).



Source: *Software News*.

"On balance," says Merrill Lynch vice president Stephen T. McClellan, conference organizer, "these numbers are surprising as the software companies do not yet see an upturn in their own orders." He adds: "The survey is the first indication of a pending upturn."

However, it's worth noting that, according to *Software News's* data, last year's forecast underestimated actual outlays by 10%. If that pattern holds true this year, total spending will top $18 billion, $7.1 billion of that going for PC software.

BYTES

Decision Resources, Westport, CT, introduced Map-Master, a PC mapping software product that creates custom maps for use in slide presentations and reports. User-entered data are converted into shaded maps that display states, counties, Zip Codes, ADIs, DMAs, or user-defined geography such as sales territories, says Sean O'Connor, president. A DataGrabber feature imports data from spread sheets or corporate databases, he adds, and colors or hatching patterns are adjusted when new data are entered. Map-Master runs on IBM PCs and compatibles, requires 384K memory, is priced at $395. S&MM

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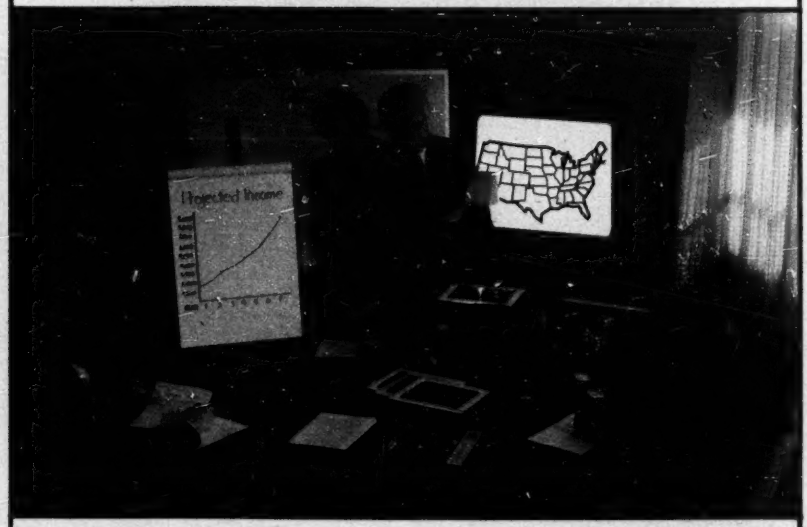

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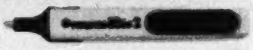
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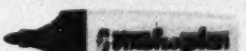
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